

Training of Trainers
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Lecture - 30
Training Methods: Role Play - II

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So after the (success) successful demonstration of the business game, now the another training technique I will be discussing with you and that is about the role-playing. Role-playing is the very very important in the sense whenever there is a particular problem, then in that particular problem, how the different persons, they interact and then they take the decisions.

So therefore, this particular role play technique is popular because the participants are also involved. So here I am having with me the participants. They will introduce themselves as an individual and also what role they are going to play. So first I will request Aditi to please introduce yourself.

Student: I am Aditi Bisht, I am a Ph.D. scholar in Department of management studies, IIT, Roorkee and I will be playing the role of operational head in this role play.

Student: I am Jyoti Arya. I am a Ph.D. scholar in Department of management studies, IIT, Roorkee, I am playing the role as a production manager.

Student: I am Shruti Sarkar. I am research scholar at the Department of management studies, IIT, Roorkee and I will be playing the role of head HR.

Professors: So now, we will start about the role-playing.

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Production manager: Good morning, I am Jyoti, I recently joined here.

Operational Head: Hello Jyoti. I am Aditi. I am the operational head out here and how has been your experience out here?

Production manager: My experience is good. I joined as a production manager here. I have 7 people in my team but I am facing a little bit problem.

Operational Head: What problem are you facing here?

Production manager: Like I have, I am assigning them work and they are doing the work properly, but I am expecting more result out of them but they are not using their mind, they are just working on my instruction.

Operational Head: Okay.

Production manager: And they are not coming with, come up with me with the questions, they are just doing that work and just completing the task. So I am just facing this problem.

Operational Head: I can understand what you are saying. I joined 6 months back and even I am facing these problems till now and I think it will be best that we discuss this with our HR head.

Production manager: I think it is a better idea.

Operational Head: Okay.

Production manager: Let us move.

Operational Head: Yes.

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Operational Head: Good morning Shruti.

Head HR: Hi, good morning.

Operational Head: How are you?

Head HR: I am good. How are you?

Operational Head: This is Jyoti.

Head HR: Hi Jyoti. Please be seated.

Operational Head: Thank you.

Production manager: Thank you.

Head HR: Hi, so may I know what is the reason of visiting my office today?

Operational Head: Actually Jyoti came to me today and she was telling me the problems that she is facing in this organization anything because she is new, that is why she is facing these problems. But also since I am also 6 months old, even I have been facing these problems about the communication and directing. So we wanted to discuss with you about this.

Head HR: So may I know what is the problem that you people are facing?

Production manager: See actually the problem is basically related to the communication.

Head HR: Okay.

Production manager: I have 7 members in my team, I am assigning them work. They are doing on the time, but they are not doing according to the my expectation and they are not coming out with the problems with me like what they are facing.

Head HR: Okay.

Production manager: So main, the problem is I am just putting them instructions and they are following them. And I am trying to communicate with them, they are not open to share the problem with me. So I thought, as I am the new member of this organization, so I just discussed the problem with Aditi but she is facing the same, so we just.

Head HR: Okay. You are also facing the same?

Operational Head: Yes, Shruti.

Head HR: So I am very glad that you people came and discussed your problem. So I would just like to know that what is your leadership style? What do you think in general?

Production manager: As far as I know, I am just giving them instructions and they are following. So I guess this is a directive style.

Head HR: Directive style, exactly.

Production manager: But I know the other element of directive style will be communication. We cannot focus on task only. We have to make the relationship also. I am trying to putting myself in that position that they can directly talk to me but am not getting the result in that.

Head HR: And what is your's leadership style, Aditi? What do you think?

Operational Head: Currently Shruti, I am supporting them when I need to help them in their work, but while supporting them I am imparting confidence in them that they have to do this work but I am not getting the good results. The outcome is not coming perfectly.

Head HR: Exactly. So I am glad that she is telling directing, you are telling supportive, but I want to tell that since like one medicine cannot cure all the illnesses, in a very similar fashion, our leadership style should change according to the situation because your style can be directive, supportive, or you can delegate them work, it all depends on the situation and the competency of your subordinates. So like I what I observe that mostly you people perform the directive style of leadership. So can you tell me what you do in that directive style or any example if you can recall that you have experienced?

Production manager: Like for example, one of my teammates, his name is Rajesh.

Head HR: Okay.

Production manager: I gave him a task to make a production report and I gave him the instructions that he has to maintain the store record, totaling and he came up with me the same format, he did not apply his mind that what exactly I am looking for. I am looking for the analysis. He is not able to make it that. And the second thing is, he is not come up with me, like I gave him the task for 2 days and he did not come up with me, did not turn up with me to what kind of problems he is facing. At the end of the day, I asked him the report and he gave me the same format.

Head HR: Okay. So see, what I think it that the communication problem may be because since you are new to the organization and Rajesh is also new with you, because earlier he was in your team, right Aditi?

Operational Head: Yes, Rajesh was in my team and he had got consecutively 3 times, employee of the month. So he has a good guy.

Head HR: So exactly. So it can be because since you are new, so there is some resistance between you and your team member. So this problem may arise. See what I notice from the interaction between us is that you people are mostly using directive style of the leadership. But I just want you to tell that it is our responsibility to empower our employees so that they develop competencies in them. It is our responsibility so that they turn into the future asset of the company.

So directive style always will not work and also if you see about the broader picture, then directive style is also not very good. So I will tell, use directive style only when you think that employee does not have that competency or that skill set to do that task. So you tell him that you only do this much. Or if you want quick decision-making or the situation involves quick decision-making or you do not have enough time. So you cannot give them time for their approach. So at these times only, you use directive style.

Production manager: Yes, I got your point that we have to use directive style when like in case of urgency.

Head HR: Exactly. You are correct. So you also got this, Aditi?

Operational Head: Yes yes, I got this point.

Head HR: So next, I will tell you how to support the employees so that they develop not only as employees, but also as a human, they grow, they polish themselves. So in order to support the employees we must facilitate them with all the resources that we need. So Aditi, you are working since 2 years, so do you want?

Operational Head: 6 months HR.

Head HR: See Aditi, you have work experience of more than 2 years. So Aditi, since you have a work experience of more than 5 years, so will you let to share any of your experiences when you witnessed supportive style of leadership or you practiced anything of that sort?

Operational Head: I have been working here for 6 months and one of my subordinate, Rinky, she has shown good work ethics and while I was, so basically from supporting I understand that I have to impart confidence in them that they can do that work properly. So I had given her the work and very late she communicated it to me that she did not have the skills to do that work. So I think I have to work on (whether) I know what the employees skills are and how I can benefit from them.

Head HR: Exactly Aditi. You are on the right track. Actually when we want to supportive, supportive style of leadership should be used when we know about the skill set of the employees. It is very important to know the strengths and weaknesses of yourself as well as your subordinates. Then only we can give them a task which suits them, their working style. All to keep this in mind that we must that she already did, we must inculcate confidence in them. We must empower them so that they are capable enough of handling the work on their own.

Production manager: Okay.

Head HR: It is very important and most important communication that the problem you are facing.

Production manager: Yes.

Head HR: So that even if they are stuck there in any support, they come to you and discuss that problem with you.

Production manager: We have to not focus only on the task, we have to focus on the relationship also.

Head HR: Exactly.

Production manager: We have to keep the balance-task and relationship. So that is supportive style.

Head HR: Supportive style. And the supportive style should only be practiced when you think that there is an open communication between so that they do not hesitate to share your problems with you. Else, the situation will be very much dangerous for the organization as well as for you and your subordinates. And always keep this in mind that whenever you want to support an employee, while deciding the leadership style always keep this in mind that when you are going for the supportive style, you must ensure that your employees have the specific skill sets which are required so that they can perform the task more efficiently.

Our HR department is always there to help you. In case you want that your employee is lagging in any particular skill set, we are having more than 140 training programs. So we will ensure that your employee gets to learn from these and hence they improve their competencies.

Production manager: So you were just discussing about the supporting, right?

Head HR: Exactly.

Production manager: So supporting and the directing, will it work together?

Head HR: Yes, definitely. A balanced is required among the leadership style and the situation. So according to the situation, first for supportive it is very much important that you just show them the path. You tell them why are you doing this? But if they are stuck somewhere and they have any problem, they come back to you and then you think that there is no much time required to tell them why you want to do this, so you just tell them that do this in this way. So that the work is also completed because anyway, we have to empower our employees that is correct, but we will also have to follow the strict timelines that we are having.

Production manager: Okay.

Head HR: So production should not suffer. Right?

Production manager: Okay. With the supervision, I have to motivate also.

Head HR: Exactly. The open communication should be there so that employees come with their problems towards and then we can solve their problems.

Operational Head: Also, in supporting like I recalled about my employee, in supporting I think more it is about communicating also (that I have to) that they have to tell me that what all is required from the company so that I can help them and impart more confidence in them.

Head HR: Exactly. We, in the HR department are always there to provide training, coaching, mentoring. Any time, you have any query, feel free to come for discussing about how to empower your employees and improve their skill sets.

Production manager: Is there any other style we can apply?

Head HR: There is one more style. That is called delegation. In delegation, we provide all the resources to the employee, we give them authority and we tell them now you perform the task.

Operational Head: So I think this is an easy task.

Head HR: It is not the easy, but it is it is also it is easiest, but it is very it is also very difficult because still the responsibility lies with you only. So if they do something wrong, it is you who will have to face the consequences. So before doing delegation, we should be very much sure and have trust that the employee will perform the task in a excellent manner.

Production manager: So in delegation, we have to share the authority only, we are not going to share the responsibility.

Head HR: Exactly, exactly.

Production manager: Responsibility is with the manager and the authority we can share with them.

Head HR: Like Aditi, there is Abhishek in your team, right?

Operational Head: Yes, Abhishek, he has worked for I think he has worked for 5 years here and for 3 consecutive months, he got the best employee of the month.

Head HR: Likewise, since Abhishek is performing so well, he has all the, since you are talking about Abhishek he is an old employee of an organization, he understands our products, working style, the culture that will work here, so you can delegate the authorities to Abhishek. But similar

cannot practice with Shruti and Aditi because they are very new to the organization. So while delegation, you should always keep in mind that the employee is having a concrete base to work on so that there is less chances of error.

Operational Head: Also when I was only, Abhishek, I had given all my work to Abhishek and he did his work very well and full authority I had given him to communicate with the clients and everything.

Head HR: Exactly.

Operational Head: So he did his work very well.

Head HR: Yes, Aditi. Since now you are also growing in the organization, you just got promoted 1 month ago, so it is very important for you to ensure that there should be a leadership that is developing beside you so that it will benefit the organization and also your team in the long run if you see. So I hope now I am clear with the 3 aspects that when to use directive, supportive and delegation.

Production manager: Yes, we got the idea about the supporting, directing and the delegation. Directing we have to use in the case of urgency, supporting we need to require the work go in proper coordination and (we have built the) we have worked on the relationship building also.

Head HR: Exactly.

Production manager: And delegation is we have to (share the responsibilities with) share the authority with the employee, so they feel empowered and they feel the work ownership also. So these are the qualities we can apply in the like work, working culture.

Head HR: I am glad that you people came to me and discussed this and you also got and my doors of the HR Department or always open for the new employees. Any time you want to have any discussion or anything, please feel free to come.

Production manager: Thank you. Thank you so much, Shruti.

Head HR: Thank you, glad to meet you.

Production manager: Same here.

Operational Head: Thank you Shruti.

Head HR: Welcome. Any time you come and discuss your queries with me.

Production manager: Thank you.

Operational Head: Thank you.

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Professor: Yes, so it was very interesting to see this particular role play. I hope that you have got the message that from this particular role play, that what are the different leadership styles are there. This was to role-play was demonstrated to give a message that is the always we have to be very much based on the situation. If the situation is favourable then in that particular favourable situation, we have to be more supportive and then the delegation type and all these type of the different style of the leaderships that they have discussed and then according to the maturity level of the follower and the maturity level of this leader, that has to matches and if it is matches, then there will be a successful leadership style will be there.

So now the detail, the models of leadership styles that I will discuss with you further, but before that, I will request the trainees that is the how and what they have learned from this particular experience. So Aditi, first you please share your experience.

Aditi: So basically what I learnt from this role-play is the 3 skills that we talked about, directing

Professor: Participating.

Aditi: Controlling.

Professor: Authoritative.

Jyoti: Supportive.

Professor: And supportive.

Aditi: Supportive and, so the main thing that I learned from this role-play is the basic 3 skills that we talked about here, directing, supporting and delegating. So the main thing is that we realize when we have to use each of these, at what point of time and what is the situation and how do we have to empower our employees so that they benefit from the HR department.

Professor: Yes, good. Yes, Jyoti what you have learned from this role-play?

Jyoti: Thank you Sir for providing me the opportunity. I have learned that leadership's style is not depending only to provide the direction only, it is that we can share more information and we can increase the communication by using these 3 type of style like sometime we have to use delegation, sometime we can use supporting, sometime you can be directive, when the time of urgency what I learned, what the problem was facing I am in the role-play. So the combination of 3, we have to work to make the leadership successful.

Professor: Good.

Professor: Shruti.

Shruti: Since I played the role of an HR, so I will answer on the point of view of HR.

Professor: Right.

Shruti: So how to create an open environment where the employees can freely come and interact with you and discuss your problem. So that is the role of an HR which I thought is crucial. And also about the importance of training and development of an employee so that we can give them supportive environment and future we can delegate work to them.

Professor: Do you feel that is this can also lead into the teambuilding?

Shruti: Definitely Sir.

Professor: That is, how to build the team and what HR can help. Like here the production, operations, they were having this type of problems. So then the HR has to give the support and then the guide them, that is the how they can make the team and what should be the appropriate leadership style is to be there. So the employee can perform in a best way. Right?

Shruti: Yes.

Professor: So I hope that is this gives you the lessons for learning that is teambuilding, leadership and then how I can get the maximum output from our employees or the followers. So this is all about the role-play technique and then we have to conclude this role-play technique and then we have to go further, further theoretical models that we will discuss later. Thank you

Shruti: Thank you.

Jyoti: Thank you.

Aditi: Thank you.